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Mid Term Examinations - October 2026

Date: 05/10/2026 **Time:** 11:45 AM - 01:15 PM

Course Code: CBS1041 **Course Name:** Organizational Behaviour

Semester: First Semester **Max. Marks:** 50 **Weightage:** 50%

CO - Levels	CO1	CO2
Marks	90	90

PART A: Answer Following Questions. 10 M

Q.N.	Questions	M	CO	BT
1	Organizational Behaviour is the study of individual and group behaviour in an organization and its impact on organizational effectiveness.	2	CO1	BT1
2	Organizational context refers to the internal and external environment in which an organization operates, which influences how employees behave, make decisions, and perform their work.	2	CO1	BT2
3	Social perception is the process by which individuals observe, interpret, and form impressions about other people and their behaviour.	2	CO1	BT2
4	The ABC Model of Attitude explains that an attitude has three components: A – Affective: Refers to a person's feelings or emotions toward something. B – Behavioural: Refers to the person's actions or behavioural intentions. C – Cognitive: Refers to the person's beliefs, thoughts, or knowledge about something.	2	CO2	BT2
5	Self-Serving Bias is the tendency of individuals to attribute their successes to their own abilities or efforts, while blaming failures on external factors or circumstances. Simple example: A student gets high marks and thinks, “I scored well because I studied hard.” But if the student gets low marks, they may say, “The questions were too difficult.”	2	CO2	BT1

PART B : Answer Any 1 Following Questions. 10 M

Q.N.	Questions	M	CO	BT

ANSWER KEY

PTO (Please Turn Over)

6	Major Opportunities for Organizational Behaviour Organizational Behaviour (OB) helps organizations understand employee behaviour and manage workplace challenges effectively. The major opportunities include: Workforce Diversity OB helps managers understand and manage differences in age, gender, culture, education, skills, and backgrounds. It promotes inclusion, teamwork, and mutual respect. Employee Engagement OB helps identify factors that improve employees' motivation, job satisfaction, commitment, and involvement. Recognition, supportive leadership, and meaningful work can increase engagement. Technological Changes OB helps employees adapt to new technologies and changing work methods. It focuses on managing resistance to change, training, communication, and employee adaptation. Work-Life Balance OB helps organizations understand employees' needs and develop practices such as flexible working hours, leave policies, workload management, and employee-support programmes. Improving Organizational Effectiveness OB helps improve organizational performance by developing effective leadership, communication, teamwork, motivation, decision-making, and conflict-management practices.	10	CO1	BT3
7	1. Major Ethical Dilemmas Faced by Modern Organizations a. Honesty vs. Achievement of Targets Employees may face pressure to achieve sales, profit, or performance targets by using dishonest methods. Example: A sales executive is asked to provide misleading information about a product to increase sales. b. Personal Loyalty vs. Organizational Ethics Employees may struggle between supporting their managers and following ethical principles. Example: An employee may hesitate to report a manager's unethical behaviour because of fear of damaging their relationship. c. Individual Interests vs. Organizational Interests Employees may face situations where personal benefits conflict with the organization's long-term reputation and ethical responsibilities. Example: An employee may receive incentives for making sales through false promises. d. Transparency vs. Confidentiality Organizations must balance the need to share important information with the responsibility to protect confidential information. Example: A manager must decide whether to disclose a product defect to customers. e. Profitability vs. Social Responsibility Organizations may face pressure to increase profits while protecting customers, employees, and society. Example: A company may have to choose between reducing costs through unsafe practices or maintaining proper safety standards. 2. How Employees Can Respond to Ethical Dilemmas a. Identify the Ethical Problem The sales executive should recognize that providing misleading information violates honesty and customer trust. b. Evaluate the Consequences The employee should consider the effects on customers, the organization's reputation, and legal compliance. c. Follow Organizational Policies The employee should refer to the organization's code of ethics, sales policies, and customer-protection guidelines. d. Communicate Concerns The employee can respectfully discuss the issue with the manager and explain why misleading customers is inappropriate. e. Report Unethical Practices If the manager continues the practice, the employee should report it through appropriate channels, such as: Human Resources department Ethics or compliance officer Internal grievance mechanism Whistleblowing or reporting system f. Maintain Integrity The employee should avoid providing false information, even when under pressure to achieve targets.	10	CO1	BT3

PART C: Answer Any 1 Following Questions. 10 M				
Q.N.	**Questions**	**M**	**CO**	**BT**

ANSWER KEY

8	Role of Organizational Behaviour in Promoting Ethical Behaviour Organizational Behaviour (OB) helps organizations understand how individual characteristics, leadership, values, attitudes, and organizational culture influence employee behaviour. In the given situation, OB can help create an environment where employees achieve sales targets without compromising ethical standards. 1. Attitudes Attitude refers to an individual's positive or negative feelings and beliefs toward a person, situation, or behaviour. Employees with a positive attitude toward honesty and customer welfare are more likely to avoid exaggerated claims. Employees who believe that “sales targets are more important than honesty” may engage in unethical practices. OB helps managers understand and influence employee attitudes through communication, training, recognition, and ethical policies. Example: An employee who believes that misleading customers is wrong will refuse to make false product claims even under sales pressure. 2. Values Values are the basic beliefs that guide an individual's choices and behaviour. Important ethical values include: Honesty Integrity Fairness Responsibility Respect for customers Employees whose personal values emphasize honesty are more likely to behave ethically. Organizations can also promote shared ethical values through their code of conduct, policies, training, and reward systems. Example: An employee values honesty and therefore provides accurate product information even if it may result in a lower sale. 3. Personality Personality refers to the relatively stable characteristics that influence how a person thinks, feels, and behaves. Characteristics such as: Conscientiousness Integrity Responsibility Self-discipline can influence ethical decision-making. However, personality alone does not determine behaviour. Situational pressures, leadership, rewards, and organizational culture can also influence how employees behave. Example: A highly responsible employee may refuse to exaggerate product benefits despite pressure from colleagues.	10	CO1	BT4
9	Determinants of Personality and Their Influence on Employee Behaviour Personality refers to the relatively stable pattern of thoughts, feelings, and behaviours that makes one individual different from another. In the given situation, the two employees have different personalities. One is outgoing and comfortable interacting with customers, while the other is more reserved and prefers independent work. These differences can be explained by three major determinants: heredity, environment, and situation. 1. Heredity Heredity refers to the characteristics an individual receives genetically from their parents. It can influence: Temperament Emotional responsiveness Energy level Sociability Certain behavioural tendencies Example: The outgoing employee may naturally have a more sociable and energetic temperament, while the other employee may naturally prefer quieter interactions. However, heredity does not completely determine personality; personality develops through interaction with the environment and situations. 2. Environment Environment includes the surroundings and experiences that influence an individual's personality. Important environmental influences include: Family Culture Education Friends and peer groups Social experiences Work environment Example: An employee who has had many opportunities to interact with people through education, social activities, or previous jobs may become more comfortable communicating with customers. Similarly, an employee accustomed to independent or quieter work may prefer limited interaction. 3. Situational Factors Situational factors refer to the circumstances in which an individual behaves. A person's behaviour may change depending on the situation. For example: A normally quiet employee may communicate confidently during a presentation. An outgoing employee may behave more formally during an important customer meeting. Workplace pressure may make an employee more cautious or less sociable.	10	CO1	BT4

PART D: Answer Any 1 Following Questions. 10 M				
Q.N.	**Questions**	**M**	**CO**	**BT**

ANSWER KEY

10	1. Classical Conditioning Learning through association between stimuli. Repeated association creates a learned response. Organizational example: Employees develop positive feelings toward work through repeated recognition and positive experiences. 2. Operant Conditioning Learning through the consequences of behaviour. Rewards reinforce and increase desirable behaviour. Organizational example: Employees achieving sales targets receive bonuses or recognition. 3. Cognitive Learning Theory Learning through thinking, understanding, and observation. Employees can learn by observing experienced colleagues. Organizational example: A new employee observes an experienced employee performing a task and then applies the same method.	10	CO2	BT3
11	1. Meaning of Perception Perception is the process of selecting, organizing, and interpreting information to give meaning to the environment. It influences how employees understand people, situations, and events. 2. Process of Perception Receiving/Selecting: Notice relevant information. Organizing: Arrange the information into a meaningful pattern. Interpreting: Give meaning to the information based on experiences and beliefs. Responding: Act based on the interpretation. 3. Influence on Employee Behaviour Perception affects attitudes, motivation, communication, relationships, and performance. Incorrect perceptions can lead to misunderstandings, conflicts, and unfair treatment. In the situation, the manager may wrongly perceive the quiet employee as uninterested, although the employee is actually knowledgeable but hesitant to speak. 4. Influence on Managerial Decisions Managers use perception when making decisions about performance, promotion, delegation, recruitment, and rewards. Perceptual errors can result in biased or incorrect decisions. Managers should gather sufficient information and avoid judging employees based on one observable behaviour.	10	CO2	BT3

PART E: Answer Any 1 Following Questions. 10 M				
Q.N.	**Questions**	**M**	**CO**	**BT**
12	1. Nature of Values Values are basic beliefs about what is right, desirable, or important. They guide an individual's behaviour, choices, and decisions. Values are relatively stable, but can change through experience and learning. Values differ among individuals due to culture, family, education, and experiences. 2. Major Types of Values Terminal Values: Desired end goals or outcomes. Example: Financial security, happiness, success. Instrumental Values: Preferred ways of behaving to achieve desired goals. Example: Honesty, responsibility, ambition. Personal Values: Values related to an individual's personal life and choices. Organizational/Work Values: Values related to work and the workplace. Example: Achievement, teamwork, job security, recognition. 3. Influence on Employee Behaviour Values influence attitudes, motivation, relationships, ethical behaviour, and work practices. Employees tend to behave according to what they consider important. Different values can create value conflicts among employees or managers. 4. Influence on Decision-Making Values act as a guideline when choosing between alternatives. In the situation, one manager may prioritize honesty and transparency, while another may prioritize targets and profitability. Therefore, the same situation may lead to different decisions.	10	CO2	BT4

ANSWER KEY

13	1. Meaning Value conflict occurs when a person has to choose between two or more important but incompatible values. In this situation, the employee faces a conflict between loyalty to the colleague and honesty and responsibility toward the customer. 2. Major Types Personal–Personal: Two personal values conflict with each other. Personal–Organizational: Personal values conflict with organizational values or expectations. Individual–Individual: Different employees have conflicting values. Organizational–Organizational: Two organizational values or objectives conflict, such as profitability vs. customer welfare. 3. Influence on Employee Behaviour Creates confusion, stress, hesitation, and emotional discomfort. May affect relationships, communication, cooperation, and ethical behaviour. Employees may choose the behaviour that aligns with the value they consider more important. 4. Influence on Decision-Making Values influence how employees evaluate alternatives and choose actions. Value conflicts can make decisions difficult and time-consuming. In this case, the employee must balance loyalty with honesty and responsibility before deciding whether to report the incorrect information.	10	CO2	BT4

ANSWER KEY